

Managers Job Interview Resource

(General Suggestions for Interviewing, and Example Interview Questions)

General Interviewing Instructions

This section will be divided into three main subsections: **Preparing for the Interview**, **Conducting the Interview**, and **Post Interview Actions**.

Preparing for the Interview

Jump to topics in this subsection: **Approved Questions, Behavioral Interviewing, Criteria, Interview Panel, Materials, Other Guidelines**

Approved Questions

- All questions used in a job interview must have prior approval from your HR Representative. This document contains a multitude of examples that you may choose from, organized into several interview question **categories**.
- If the questions in this document do not meet your needs, you may submit your own questions to your HR Representative for approval.

Behavioral Interviewing

- DHRM favors the practice of leaning more towards behavioral based interview questions more often than traditional or hypothetical questions. Why?
 - Behavioral based questions keep the interviews on a more job related basis, are proven to help reduce turnover and liability, and are much more effective in finding the best candidates for a job.
 - The best predictor of future job performance is past job performance!
 - Behavioral based questions ask job candidates to tell about **past experiences** that showcase the knowledge, skills, and abilities that they have to offer.

Example: Tell me about a time when you had to deal with a difficult customer, colleague, or co-worker. What did you say or do to handle the situation

Example: Describe an instance when you went above and beyond the call of duty to provide excellent service to a customer or other type of contact.

Example: Think of a team that you have been a part of at work or at school or in a similar environment. What was your role in the team, and how would you describe the team's success?

- Traditional or hypothetical questions ask job candidates to relate what they **would** do if they were given a certain task or had to face a particular situation. Traditional questions might even ask questions that are interesting but have no relevance to the job. It is recommended that these types of questions be avoided.

Example: What are your feelings about customer service?

Example: You arrive at work to find a note from your supervisor requesting your attention, three clients waiting for you, and five voicemail messages. What would you do?

Example: If you were a book, what kind of book would you be?

Example: What would your ideal job be?

- All of the **example questions** in this document are **behavioral** interview questions.

Criteria

- Establish the criteria by which you will score the candidates' answers. Example criteria have been provided for the **questions** provided in this document. If those criteria do not meet your needs, you may write up your own criteria and submit it to your HR Representative. Established criteria will help you to have a clear picture in mind of what you are looking for before the interview process begins.
- Interview questions and their criteria should be sent to the HR Representative for approval **before** a hiring list is sent to the hiring official. This helps to protect the hiring official from charges of discrimination.

Interview Panel

- Select an interview panel. Care should be taken to ensure that the panel is as diverse as possible with regard to age, race, and gender. Panelists should be subject matter experts on the job for which candidates are being considered. The panel should consist of at least 3 or more individuals.
- Meet as an interview panel prior to conducting interviews. This will help establish the roles of each panelist, i.e., who will conduct the interview, who will ask which questions, etc. It should be very clear to each panelist what the hiring official is looking for in an ideal candidate. Reviewing **criteria** for interview questions will help with this.

Materials

- Materials such as the **Reference Release** form should be prepared before the interview. Other HR forms that might be helpful in preparing for the interview can be found **here**.
- Some hiring officials have found it helpful to create file folders for each panelist before the interview is held. These folders might contain several copies of the interview questions for the panelist to record the candidates answers, a copy of the interview schedule, etc.

Other Guidelines

- Clear instructions should be given to job candidates before arriving at the interview, i.e., location of the building, security check-ins, whether or not they need to arrive a specified amount of time earlier than their interview appointment, etc.
- Clerical staff may be utilized to aid in the interview process, especially if a large number of candidates are to be interviewed. Clerical staff may aid with job candidate check-in, issuing the **Reference Release** form for signature, issuing pre-interview questions (if applicable), and other types of duties.

Ensure that an appropriate amount of time is allotted for each job interview, considering the number of questions you will ask, and considering the need for a few minutes to review a candidate's responses and score them according to established **criteria** before the next candidate is interviewed.

